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ABSTRACT

The collaboration between the continuing education arm of the State University of New York Institute of Technology at Utica/Rome and the New York Association for Long Term Care Administrators in the design, development and delivery of educational programs for nursing home and adult home administrators in New York State is reported. Program content is based on an annual needs assessment conducted among association members. The six 1989 seminars concentrated on timely and important topics that help administrators gain a better understanding of, and improve their effectiveness and efficiency in, day-to-day operation of facilities. Program staff are experts in their fields. A contract is established between the association and the college outlining each organization's role and responsibilities. The seminars are funded jointly by the association and program participants, and evaluation indicates the programs are very successful. This type of contractual agreement could easily be replicated by colleges or universities, and professional associations, organizations, or agencies of any type. (Author/MSE)

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Program Title: 1989 Management Seminars for the New York Association of Long Term Care Administrators

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Program Dates and Topics:

March 15, 1989	AIDS in Long Term Care Facilities
June 7, 1989	Specialized Units (Morning) Alzheimers Disease in Long Term Care Facilities (Afternoon)
	Term Care Facilities
September 20, 1989	Double Jeopardy: The Patient Abuse and Reporting Law
October 25, 1989	Management, Management, Less Management
October 26, 1989	Focusing on Leadership
December 6, 1989	Legal and Human Resource Issues for the 1990's

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AASCU/ERIC Model Programs Inventory Project

The AASCU/ERIC Model Programs Inventory is a two-year project seeking to establish and test a model system for collecting and disseminating information on model programs at AASCU-member institutions--375 of the public four-year colleges and universities in the United States.

The four objectives of the project are:

- To increase the information on model programs available to all institutions through the ERIC system
- To encourage the use of the ERIC system by AASCU institutions
- To improve AASCU's ability to know about, and share information on, activities at member institutions, and
- To test a model for collaboration with ERIC that other national organizations might adopt.

The AASCU/ERIC Model Programs Inventory Project is funded with a grant from the Fund for the Improvement of Postsecondary Education to the American Association of State Colleges and Universities, in collaboration with the ERIC Clearinghouse on Higher Education at The George Washington University.

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Abstract

This report describes a professional development program series that is a collaboration between the continuing education arm, the Center for Training and Professional Development (CTPD) of the State University of New York (SUNY) Institute of Technology at Utica/Rome, and a professional association, the New York Association of Long Term Care Administrators (NYALTCA). The report also describes each of the six 1989 seminars, outlines the contractual agreement between the college and the association, and also provides evaluation data and conclusions.

The highlights of the program:

1) It is needs driven--each year a needs assessment is conducted with the association's members to determine program content for the series.

2) The seminars concentrate on timely and important topics that help administrators gain a better understanding and improve their effectiveness and efficiency in the day-to-day operations of their facilities.

3) Programs are staffed by experts in their given fields.

4) A contract is established between the Association and the Center outlining each organization's role and responsibilities.

5) Seminars are funded jointly by the New York Association of Long Term Care Administrators and the program participants.

6) Evaluation summaries indicate programs are very successful.

7) This type of contractual arrangement could easily be replicated by colleges/universities and professional associations/organizations/agencies of any type.

Introduction

this report describes the working relationship between the SUNY Institute of Technology at Utica/Rome, and the New York Association of Long Term Care Administrators (NYALTCA). The Center and the Association have collaborated since 1980 to design, develop, and deliver the educational programs needed by nursing home administrators and certified directors of adult homes in New York State.

This report provides background on the project and describes focus, scope, and goals of the program. Also included is information on target population, staffing, and budget.

Program evaluations indicate the seminars are exceptionally successful. From the feedback received, the Association is very satisfied with program quality and is eager to continue working with the Center for assistance with program development and management.

This successful "partnership," is a model program which shows that colleges and universities can indeed play a major role in assisting professional associations with educational programs for their members. This type of collaboration is very cost effective and provides a much needed educational service.

Background

The New York Association of Long Term Care Administrators (NYALTCA) is a non-profit organization which consists of approximately 228 licensed nursing home administrators and certified directors of adult care homes. The group's primary goal is to offer high-quality, cost-effective programs that meet New York State's continuing education requirements for license renewal. Administrators of long term care facilities are required to obtain 72 hours of instruction in state-approved seminars every 2 years.

The Association sponsors four one-day seminars in conjunction with business meetings in the months of March, June, September and December. A two-day seminar is also held in October. Seminar topics are selected based on an annual needs assessment conducted during the March program. The Association's annual dues are used to subsidize the cost of each seminar and maintain the Association.

In 1980 the Association contacted SUNY Institute of Technology's Center for Training and Professional Development (CTPD) to discuss how the Center might offer assistance with the Association's training needs. The NYALTCA requested that CTPD print the 6 one-page flyers for their educational programs each year and assist in contacting/hiring speakers. This was the beginning of the working relationship between this professional organization and a state university.

This contract between the two organizations has been reviewed annually and now, nine years later, reflects a dramatic change. The Association has relinquished practically all aspects of program management to SUNY, including conducting the annual needs assessment, maintaining the Association's membership list, making arrangements with hotels, contracting with instructors, obtaining program credit approval from the state, printing and mailing a 4-page brochure for each of 6 programs, processing registrations, providing on-site management, and summarizing evaluation forms.

Description

Each of the six seminars address timely topics and issues relevant to nursing home/adult home administrator's responsibilities. The 1989 programs included:

- **AIDS IN LONG TERM CARE FACILITIES:**
  Resident and Employee Perspectives
  March 15, 1989
  Instructor: Carol Ren Kneisl

  Caring for persons with AIDS/HIV (Human Immunodeficiency Virus) infection poses new and serious challenges to staff members in long term care facilities as the numbers of HIV-infected persons continue to increase and acute care institutions become even more overburdened. How well have you, as a long term health care administrator, prepared your staff to manage the complex physical care and psychosocial support requirements AIDS patients inevitably face? This seminar will provide a multifaceted look at updated information on HIV infection including risks to health care workers, immunopathology of AIDS, infection control guidelines, common infections and neoplasms associated with AIDS and their treatment, physical care needs of persons with AIDS-related dementia and other neuropsychiatric complications, the ethical and legal concerns of health care workers, and AIDS prevention and risk reduction education.

- **SPECIALTY UNITS (Morning Session)**
  June 7, 1989
  Instructor: Ann O'Flaherty

  Providing a high quality of care and life for long term care facility residents is an ever increasing challenge for the administrator. With recent changes in the New York State survey process and the federal Nursing Home Reform Bill, quality is not only a surveyable issue but also a condition of participation for Medicare and Medicaid. Faced with a shrinking reimbursement dollar, rising costs, and the shortage of all levels of nursing staff, the achievement of quality care seems to be an unattainable goal. In a "generic" long term care facility, employees are expected to be expert in several diverse areas. The adoption of Specialty Units can improve the quality of care given by staff and the quality of life experienced by facility residents. This seminar will present the concept of Specialty Units as an alternative service delivery system for long term care facilities.

Description (Cont'd)

- **ALZHEIMER'S DISEASE IN LONG TERM CARE FACILITIES (Afternoon Session)**
  Instructor: Dr. Raymond Vickers

  Knowledge of Alzheimer's Disease has been increasing rapidly in the last few years. As with all such topics which address severe problems, hyperbole and exaggerated expectations have been induced by the media, and caregivers are often in the position of defending themselves against unrealistic consumer expectations. This presentation will differentiate between what is believed to be reliable information on which programs can be built as opposed to more ephemeral future possibilities.

- **DOUBLE JEOPARDY: THE PATIENT ABUSE AND REPORTING LAW**
  September 20, 1989
  Instructor: Thomas Gleason & Sandra Benedict

  As a long term care administrator practicing in New York State, you may be able to cite 2803-d of the Public Health Law verbatim. However, it is critical to administratively decrease the chance of a patient abuse or neglect determination--not only for the facility, but for your administrator license and the licenses of your professional staff.

  With the advent of OBRA, federal initiatives will make it even more important to operate your facility in a manner intended to decrease the possibility of such determinations. When, in spite of your efforts, a patient abuse or neglect determination is issued, it will be important for you to be able to weigh the pros and cons of fighting the determination through an administrative hearing.

- **MANAGEMENT, MANAGEMENT, AND LESS MANAGEMENT**
  October 25, 1989
  Instructor: James Hagadone

  Managing staff will be one of the most critical administrative functions in the 1990's. Faced with changes in the long term care market place, greater demands for service, and limited government funding, administrators must know how to change the behavior of others, provide quality service, and motivate staff. This program will provide you with the knowledge, skills, and enthusiasm to take a fresh, new look at your facility. You will discover "moments of truth," when to and when not to manage, how to set an example, and much, much more.

Description (Cont'd)

- **FOCUSING ON LEADERSHIP**
  October 26, 1989
  Instructor: Howard Cross & Edie Greene

  Nursing/adult home administrators are faced with numerous challenges in the next decade. Among these are effective leadership, staff motivation, customer service, marketing/planning, and improved health care services. This seminar enables participants to learn: definitions and responsibilities of leadership, choices for leadership behavior, recognition of and strategies for dealing with the sources of conflict, reasons for having a marketing plan, and the effect of public relations and customer service on marketing. As a result of attending this day-long program, health care managers will: exhibit more leadership characteristics, attend more effectively to needs of staff and customers, begin or improve marketing planning, and benefit (along with staff and customer) from an improvement in service and attention to specific needs.

- **LEGAL AND HUMAN RESOURCE ISSUES FOR THE 1990'S**
  December 6, 1989
  Instructor: Franklyn Goldberger

  The law of the work place is developing with an ever increasing velocity of change. The impact of these developments in the health care industry is more profound than ever for employers, employees, and unions. Several factors contributing to this whirlwind include:

  - New bargaining unit rules issued by the National Labor Relations Board which have made the industry the focus of legal controversy.

  - Recent Supreme Court decisions on discrimination in the work place which have broadened the employer's exposure to liability and upheld new theories of discrimination liability.

  - New theories of wrongful discharge which are finding support in courts across the country, including those jurisdictions which still observe the employment-at-will doctrine as their primary employment policy.

With the continuing decline in membership experienced by virtually all international unions, it is expected that unions will re-double their organizing efforts for both professional and non-professional employees involved in the delivery of health care. Thus, remaining union-free through an effective positive employee relations program is more important than ever.

Recent IRS regulations concerning the application of Section 89 of the Internal Revenue Service Code, federal plant closing legislation, and new theories of tort liability for long term care institutions further complicate the already difficult task of managing effectively in today's health care environment. As a manager of a LTC facility in the 90's, you need to be informed about these developments.

SUNY Institute of Technology works very closely with the Education Committee and the Executive Board of the Association to develop, coordinate, and manage each program. This partnership is defined by a yearly contract which outlines each party's specific administrative and financial responsibilities. The 1989 contract reads as follows:

SUNY Institute of Technology, through its Center for Training and Professional Development, agrees to:

A. Contact, negotiate with, and contract with instructor(s) to develop and present seminars.

B. Make arrangements for instructor(s) accommodations.

C. Make arrangements for instructor(s) A/V needs.

D. Prepare and print instructional materials for approximately 100 participants.

E. Obtain continuing education approvals from the NYS Departments of Health and Social Services prior to seminar dates.

F. Make arrangements with hotel for meeting rooms, refreshments, and lunches as approved by the Executive Board.

G. Make room reservations (charged against the NYALTCA's master bill) for Board members for the evenings of the March, June, September, and December board meetings.

H. Prepare and print approximately 1,000 two-sided program brochures for Association members and additional persons on the mailing lists.

I. Prepare and print approximately 1,000 two-sided Association membership brochures.

J. Prepare, print, and conduct the annual needs survey and summarize data for Executive Board.

K. Maintain mailing list for Association members and other health care personnel.

L. Process brochures for bulk mailing.

M. Process registrations received by mail and/or telephone.

N. Attend Executive Board meetings as requested by the Board.

O. Print March, June, September, and December meeting minutes (approximately 750 copies total) to be distributed to seminar participants.

P. Provide on-site program coordination with hotel and instructors including airport service if necessary, program review, distribution of all program materials, and registrar services.

Q. Provide attendance rosters.

R. Administer evaluations and prepare summary for Executive Board.

S. Prepare certification and licensing rosters for the NYS Departments of Health and Social Services.

T. Forward checks and list of participants to Treasurer or designated representative.

The New York Association of Long Term Care Administrators agrees to pay:

A. SUNY Institute of Technology at Utica/Rome a fee of $1,600 per program for management, administrative, printing, mail processing, record keeping, and accounting services.

B. SUNY Institute of Technology a per-capita fee of $5 per registrant for all registrants over a total of 100 per program.

C. For travel expenses incurred by SUNY Institute of Technology's Program Manager or his/her designated representative (not to exceed $100 per program). Travel for additional administrative support personnel will be reimbursed from the SUNY management fee.

D. SUNY Institute of Technology a one-time fee of $50 for the preparation and printing of the 1989 membership brochure to be mailed with the March program brochure.

E. SUNY Institute of Technology a one-time fee of $100 for maintaining and printing the membership list for distribution to all members at the September 1989 program.

F. The honoraria for instructors and reimbursement for their travel expenses as appropriate.

G. The Holiday Inn-Carrier Circle, East Syracuse, NY, for instructor's, program manager's, and Executive Board members' (when required) overnight accommodations, meeting rooms, luncheon, and refreshment breaks. Participants, instructor(s), SUNY staff, and Executive Board members are included in the lunch and refreshment break counts.

H. The postage for bulk mailing of brochures.

The primary target population for these programs is members of the NYALTCA. Non-members, however, are notified and encouraged to attend any or all programs offered.

In order for each seminar to be conducted, continuing education credit approval from New York State is required. This approval is based on several factors: program content, administrative relevance, and instructor's credentials. Instructors are required to possess expertise in their given field. A background (or current involvement) in long term care is preferred but does not limit our selection of instructors.

Approximately half of the cost of each program is underwritten by the Association members' annual dues. The balance is covered by a nominal registration fee ($30) charged to each participant.

Results

At the conclusion of each seminar, participants are asked to fill out a program evaluation form. This evaluation covers program management, content, and instruction. The overall instructor and program averages are listed below for the 1989 seminars. The ratings are based on a 5-point scale, with 5 representing excellent, and 1 representing poor.

DATE	PROGRAM TITLE	INSTRUCTOR	INSTR. RATING	PROG. RATING	TOTAL ATTENDED
3/15/89	AIDS in LTC Facilities	Kneisl	4.45	4.33	117
6/07/89	Specialty Units	O'Flaherty	4.11	3.96	110
	Alzheimer's Disease	Vickers	4.69	4.59	
9/20/89	Double Jeopardy	Benedict Gleason	3.35 4.25	4.20	112
10/25/89	Mgmt, Mgmt, and Less Mgmt	Hagadone	4.29	4.14	77
10/26/89	Focusing on Leadership	Cross Greene	4.32 4.39	4.35	87
12/06/89	Legal/Human Resoucre Issues for the 1990's	Goldberger	4.41	4.18	58
		Total			561
		Average	4.25	4.25	93.5

Conclusions

Based on the results of the evaluation summaries and the verbal feedback we receive from the Association's Education Committee and Executive Board, the programs are viewed as highly successful. In addition to meeting its educational goal, the NYALTCA is also very satisfied with the quality of the programs.

One recommendation which has been implemented to maintain the programs' focus is to have the Executive Board prepare a detailed outline of the specific topics/concerns which should be addressed at each seminar. In the past, this was left to the instructor's discretion--which occasionally led to programs which "missed the mark." With the Executive Board "designing" its own programs, the needs of the participants are met much more effectively.

This series of seminars meets and typically exceeds its budget projections. In fact, the NYALTCA has offered for the past three years its March seminar free to its members if they renew (or join the Association) before the March program date. The registration fee is underwritten by the Association's membership dues. This "freebie" serves as a very effective way of (re)establishing membership early in the year.

This type of educational partnership between a professional organization and a college/univeristy has been very successful and could easily be replicated by other educational institutions.